Learning Services

Curriculum Planning Services

Curriculum Planning Services (CPS) is a research service that focuses on performance improvement for audiences that deploy or support IP networks. Typically, CPS is engaged when IT groups are deploying one or more new technologies, have reorganized, have increased staff at a quick pace, or have created new job roles.

CPS can be used to create fast track programs to expedite the acquisition of needed skills and knowledge as well as used to create long-term training roadmaps that can be used with staff performance management programs.

Whether used to create fast-track programs or long-term training roadmaps, CPS has the same purpose: to identify the skill and knowledge deficiencies at the job function or organizational level and recommend training programs that address the deficiencies, thus enhancing customer self-sufficiency.

CPS uses a proven, five-step process:

1. Gather data
2. Reconcile data
3. Report findings
4. Report recommendations
5. Finalize report
Gathering Data

This is the first phase of the process. The curriculum planner(s) collects a variety of data, including:

- Job role definitions of the targeted job roles
- Target technology’s effects on customer’s business
- Definition of success for the technology in the customer network
- Level of competency the target audience currently has and needs to have to support the technology
- Preferred delivery methods for training currently supplied to employees

The methods used to gather this information include:

- Interviews with:
  - Customer stakeholders
  - Customer target audience candidates
- Document reviews of the following:
  - Documentation on technologies, features, and functions used in network
  - Network design documents
  - Job descriptions for target audience

Reconciling Data

Reconciling data is performed for several reasons. The primary reason is to help ensure reliability of the information gathered. For example, in an IP telephony environment, by crosschecking the features and functions expected by IP phone users with the network design, we make sure that we have identified all the features and functions to be targeted in training recommendations.

Data reconciliation is done dynamically during the data gathering phase to make sure we have gathered the correct information. In this focused phase, the purpose is to synthesize the information into findings.

Reporting Findings and Gaps

Findings are defined as data points that are collected and validated through various sources during the data reconciling phase of the project.

Gaps are defined as data points that are collected and cannot be validated because of inconsistent feedback or data points that might inhibit the success of the training recommendations.

Prior to making recommendations, the findings and gaps are reviewed with the customer and Cisco stakeholders. The purpose of reporting the findings before making recommendations is to help ensure that there is consensus among the stakeholders. Obtaining consensus is important because the findings and gaps are used as the basis for the training recommendations.
Reporting Recommendations

The training recommendations include the following:

- The types of training solution needed for each target audience (job role) type. For example, there might be one recommended solution for end users, but another deliverable for operations and design staff.
- Each identified solution includes a content outline or a description of what needs to be created.
- For each deliverable, the recommended method of training delivery is specified: instructor-led, self-study, video, and so on.

The training solutions are typically represented in the form of training roadmaps. Figure 2 is a sample of a training roadmap. Note that each map is specific to the findings and gaps identified, so the results are different for each customer.

Figure 2  Sample Training Roadmap

Finalizing the Report

The final report includes the recommended training solutions that were agreed to during the reporting the recommendations phase of the process. This report is distributed to all customer and Cisco stakeholders.
CPS Project Process Overview

Table 1 shows the step-by-step overview of the curriculum planning process.

**Table 1  Curriculum Planning Overview**

<table>
<thead>
<tr>
<th>Steps</th>
<th>Task</th>
<th>Responsibilities</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Begin Project</strong></td>
<td></td>
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<tr>
<td>Step 1</td>
<td>Discuss project goals and success criteria with customer.</td>
<td>Customer and Cisco.</td>
</tr>
<tr>
<td>Step 2</td>
<td>Kickoff meeting.</td>
<td>Customer and Cisco.</td>
</tr>
<tr>
<td><strong>Gathering Data</strong></td>
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<tr>
<td>Step 3</td>
<td>Obtain information needed for assessment.</td>
<td>Customer identifies point of contact who can help provide interviewee names and contact information, in addition to documentation.</td>
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<td>Step 4</td>
<td>Conduct initial research.</td>
<td>Cisco works with customer point of contact to schedule and interview target audiences.</td>
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<tr>
<td>Step 5</td>
<td>Perform preliminary review of findings.</td>
<td>Cisco presents initial findings to customer and Cisco stakeholders. This is typically a conference call.</td>
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<tr>
<td><strong>Reconciling Data</strong></td>
<td></td>
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<tr>
<td>Step 6</td>
<td>Continue research and reconcile data into findings and gaps.</td>
<td>Cisco performs.</td>
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<tr>
<td><strong>Report Findings</strong></td>
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<tr>
<td>Step 7</td>
<td>Cisco reports findings to customer and Cisco stakeholders.</td>
<td>Cisco conducts onsite meeting to formally read out findings to customer stakeholders to confirm that findings are agreed to by stakeholders.</td>
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<tr>
<td><strong>Identify Training Recommendations</strong></td>
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<tr>
<td>Step 8</td>
<td>Create training recommendations and map them to job tasks.</td>
<td>Cisco creates training roadmaps as well as a matrix that maps job tasks to training solutions.</td>
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<tr>
<td><strong>Report Recommendations</strong></td>
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<tr>
<td>Step 9</td>
<td>Review and get agreement on the training roadmaps with customer and Cisco stakeholders.</td>
<td>Cisco conducts onsite meeting to formally present training recommendations and obtain feedback.</td>
</tr>
<tr>
<td><strong>Finalize Training Recommendations Report</strong></td>
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<td>Step 10</td>
<td>Make changes to training roadmaps based on readout meeting.</td>
<td>Cisco performs.</td>
</tr>
<tr>
<td>Step 11</td>
<td>Submit final report to customer.</td>
<td>Cisco performs.</td>
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</table>
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